Preparedness and Response Enhancement Programme (PREP)

LOGICAL FRAMEWORK AND HIGHLIGHTED ACCOMPLISHMENTS

14 DECEMBER 2012

INTRODUCTION

1. The Preparedness and Response Enhancement Programme (PREP) has now entered into the second year of implementation. Building upon lessons learned recommendations, consultations with emergency managers and detailed analyses of response capability requirements, its primary purpose is to act as a short-term injection, putting in place a New Response Model for WFP by 2014.

2. PREP is founded on the principles of:

   - Preparedness as Risk Management;
   - Response harmonized with other humanitarian actors in a Whole-of-Society approach;
   - Corporate spirit of learning through Lessons Learned;
   - Value for Money;
   - Sustainable Solutions;
   - Flexible and Dynamic.

3. **PREP Goal:** WFP has the capability to mount a more efficient and effective emergency response.

4. **Target**: Effective response to two concurrent large-scale emergencies, reaching up to 6 million beneficiaries (as outlined in the Generic Response Capability Model).

OBJECTIVES AND RESULTS

5. **Objective 1**: **To strengthen WFP corporate response capacities to support emergency response for up to 6 million beneficiaries.**

   Result 1: Strengthened capacity to deliver effective and efficient response to large-scale emergencies.

   Indicator 1.1: Average response time to corporate emergencies (from event to first food/cash distribution). Target: 72 hours.
   Indicator 1.2: Number of beneficiaries reached with food assistance during 0-3 months of emergency, as percentage of planned number. Target: 100% in 1st month.

Key Outputs:

- Food: Faster delivery of increased range of Ready-to-Eat nutritional products.
- Funds: Advance financing mechanisms are strengthened.
- People: Corporate Response Rosters and Emergency Training programmes are in place at HQ and Regional levels (GRCM deployment targets are met).
- Equipment: Non-Food Item (NFI) Corporate Response Stocks are enhanced.
- Logistics: Increased regional logistics services.
- Information: Operational information management systems tailored to meet user needs support.

Highlighted Accomplishments:

Food:
- Up to US$7.7 million from the Forward Purchasing Facility approved to use to develop a stock of 2700 metric tonnes of ready-to-use supplementary food. This is pre-positioned in the United Nations Humanitarian Response Depot Network (UNHRD), reducing the lead-in time for delivery to where they are needed.

Equipment:
- A coordinated and comprehensive inter-divisional review and analysis of WFP's non-food item Corporate Response Stockss (CRS) was initiated at the end of 2011 and is nearing completion.

Emergency Roster and Training:
- WFP's corporate system StaffNet revamped to accommodate the corporate emergency response roster, and complementary retiree and consultants' rosters.
- Basic emergency training course 'Getting Ready for Emergencies' content and structure defined and revised internally, ready for production in February 2013.
- Preparatory activities for the flagship emergency training, 'FASTER', underway. First course to be held in the second quarter of 2013.
- Structure and content of field-based 'Emergency Response Orientations' for deployed/emergency responders in-country defined.
- A three-prong approach developed to deliver middle management training to staff working in emergencies/high-risk countries. Roll-out planned for first quarter 2013.

Operational Information Management:
- Since its launch in July, the EPen, an integrated support tool for deploying staff, has been downloaded by almost 2,000 users.
- A complementary pre-deployment support kit has been developed and is available to all staff on EPWeb. In just one week it was accessed by some 900 staff.

Risks and assumptions:

Assumption: WFP is able to reconstitute its capability to respond to a third large-scale emergency within 90 days. Funding is available to implement PREP activities as planned.

Risk: Three corporate emergencies occur simultaneously, combined with an additional corporate emergency within the same year and/or several Level 2 emergencies, surpassing WFP's response capability.

6. **Objective 2: To strengthen the accountability and coherence of WP's response management.**

Result 2: WFP systems and processes facilitate country-led efforts to respond to up to 6 million beneficiaries.

Indicator 2.1: % achievement in timeliness of core internal business processes during 0-3 months or emergency response. Target: 100%
Indicator 2.2: % achievement in performance of core internal business processes during 0-3 months of emergency response. Target: 100%

Key Outputs:

- Emergency Preparedness and Response (EPR) policies and frameworks in place to guide response management (new EPR Policy, Ready-to-Eat Strategy).
- Streamlined corporate systems are put in place.
- EPR Knowledge Management systems and tools are developed.
- The EPR Package is developed and delivered to WFP Country offices/ Regional Bureaux to improve their preparedness and response capacity.

Highlighted Accomplishments:

EPR Policies and Frameworks:
- Suite of Organizational Resilience Circulars/tools developed and issued: Emergency Response Activation Protocol, Crisis Management and Business Continuity Management.
- Inventory of existing emergency normative guidance conducted, in preparation for the development of a quick-reference catalogue of emergency guidance.

EPR Knowledge Management:
- Lessons Learned tool-kit piloted in West Africa, as a support tool for regional bureaux and country offices to conduct their own Lessons Learned exercises.
- Lessons Learned exercises are nearing completion in the Horn of Africa (Level 3) and the Sahel (Level 2).
- Lessons Learned database development completed to enable implementation tracking, refined search, and historical data mining.

EPR Package:
- Operations Directive issued by Executive Management announcing the implementation of EPRP as corporate requirement for emergency preparedness.
- Roll-out now completed to 52 out of 77 country offices (compared to 19 in June 2012).
- Regional support provided via five regional EPRP workshops, involving 140 EPR focal points.
- Manual and e-learning tutorial CD developed and available to field staff.

Risks and assumptions:

Assumption: Emergency Preparedness and Response is sustainable and mainstreamed as a part of WFP's work.

7. **Objective 3: To strengthen partnership with national authorities, the international humanitarian community and other humanitarian actors for a more effective humanitarian response.**

> **Result 3.1:** National disaster management authorities (NDMAs), international humanitarian actors and other partners are better able to prepare for and respond to emergencies.
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>> **Indicator 3.1.1**: Level of preparedness in targeted countries.
>> **Indicator 3.1.2**: Increase in the pool of trained disaster management experts in targeted countries.
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> **Key Outputs:**
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> - Coordinated approach to EPR capacity-building of NDMAs is developed and implemented (CAPRO).
> - Humanitarian Common Services are boosted (UNHRD stockpiling and training facilities, UNHAS Stand-by Global Air Reserve Cell, International Supply-Service Centre).
> - Involvement of NGOs, private sector and other partners in WFP EPR capacity building activities is increased.
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> **Highlighted Accomplishments:**
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> - Global mapping exercise of NDMAs conducted in two regions and initiated in the rest.
> - Initial set of CAPRO-related training packages developed, as part of a suite of trainings for NDMAs.
> - Elements of the CAPRO strategy are being implemented in the works of 12 pilot countries within six regional bureaux.
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> **Risks and Assumptions:**
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> *Assumption:* WFP has capacity to provide support to national disaster management organizations.
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> *Risk:* Governments are not interested or willing to be more involved in emergency response.
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> **Result 3.2:** Strengthened coordination with humanitarian partners
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>> **Indicator 3.2.1:** Timeliness of joint emergency needs assessments.
>> **Indicator 3.2.2:** Percentage of WFP-led clusters that develop sectorial plans, objectives and indicators with partners, to support HC/HCT strategic priorities. Target: 100%

Key Outputs:

- Capacity to lead IT, Logistics and Food Security clusters is stronger (training, guidelines, regional staging areas).
- Guidance and training on Civil-Military Coordination is developed and implemented.
- The Transformative Agenda is implemented (IASC field testing and simulation, IARRM).

Highlighted Accomplishments:

Clusters:
- Draft WFP guidelines on responsibilities for cluster implementation at the country level have been developed for country directors and senior managers.

Transformative Agenda:
- Inputs provided for the design of the inter-agency rapid response mechanism (IARRM) with related stress-tested conducted at a regional-level simulation exercise in Amman, Jordan.
- Inter-agency Emergency Response Package (ERP) developed and soon to be officially launched.

Civil-Military Coordination (CMC):
- WFP contributed to a preparatory scripting workshop, through the development of simulation injects, for the NATO-led *Common Effort Exercise* which served to inform international militaries on humanitarian principles and working modalities in the context of humanitarian civil-military coordination.
- Strengthened regional CMC presence - establishment of Civ-Mil Focal Points in three out of six Regional Bureaux (Dakar, Panama and Bangkok).
- A draft civil-military resource paper has been developed as the basis for forthcoming civil-military handbooks and training courses.

Risks and Assumptions:

Assumption: Better coordination results in a faster, more effective response.
WFP's mandate to lead Logistics, IT and Food Security clusters continues.

SCOPE OF PREP

8. The activities that feed into the PREP objectives outlined above are complementary to a number of broader EPR-related activities, such as disaster reduction and resilience, national capacity development, and social safety nets.